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The Better Way

in the
Retail Clothing
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—dedicated to the thinker in
the retail clothing business

Joseph Nathan
President



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OVERSTOCK is the
biggest drain
and the biggest
parasite in the retail
clothing business.
¶ This book contains
a practical, proven and
permanent solution of
the overstock problem.

THE SIMPLIFIED WAY

CHAPTER I THE NEW TREND IN BUSINESS

THIS IS the day of the Simplified Way in business. Things that once were done by strained and elaborate effort are done to-day, better and more thoroughly, by the way of least resistance—the way that is simplest and most direct.

Men have found that the “Easiest Way” is quite often the “Efficient Way”—the way that produces the finest service and the fullest measure of value.

We no longer glorify any man simply because he is feverishly energetic. The honor today is to him who attains the highest result by the shortest route.

Men once put on their shirts by pulling them over their heads—ruffling hair and

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temper, and making a tussle out of a simple task. Today, shirts are cut like coats—and slip on or off in a jiffy.

And so it is in all the things of life. The goal of the inventor, the scientist, the business man is to find the Economic Way

- to cut friction and increase speed;
- to carry less stock and do a greater volume;
- to take fewer risks and enjoy more “turnovers”;
- to lessen the outgo and increase the income.

Because Jones runs a huge and pretentious factory does not make him a wise manufacturer in the eyes of the business world. Before we give him that title we must know that he is getting out of that factory the utmost in goods, in service and in profits that his big equipment entitles him to.

Because Smith is a daring and lavish advertiser does not prove him a brilliant

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business man. The question is: Is he selling his goods the Simplest Way? Is he moving them at the lowest feasible expense?

It is the net result and its cost that constitute the present-day gauge of all ability and all success.

Frantic endeavor, however admirable as a mark of courage, is no longer looked upon as a mark of business ability—*unless it justifies itself in profits.*

Spectacularism, for the sake of itself, has gone out of fashion; in these times it is called vanity, bluster, and extravagance.

We used to think that the smartest clothier in town was he who carried the biggest stock. The more tables in his store and the more goods piled on them, the smarter we thought he was.

But that ideal has changed. Today an over-abundance of stock signifies neither service, shrewdness nor strength. For even the layman has learned that the store over-

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crowded with yesterday's goods is apt to have neither room nor capital free to buy the new things of tomorrow.

Today the store with the compact, well-selected stock—the store that buys closely, sparingly for immediate selling certainties—is recognized as headquarters for live and fresh merchandise.

Today we accept as the smartest clothier, he who makes the most money *on the smallest investment* while still giving the best service and satisfaction.

In the clothing business or in any other business, he who gets the thing done with the least drain and strain, and gets it done in a superlative way, is universally acclaimed the ablest business man—*the best servant of his public*.

A few years ago there was much ado about the so-called Business Efficiency movement. But there was nothing new in the principle back of that movement. It simply meant that Business Men were giv-

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ing formal recognition to an idea that every schoolboy has long been taught—which is, that the shortest line between two points is the straight line—the line of the least divergence and lost motion.

The Business Efficiency exponent simply emphasized a world-old truth—that the best way to solve any problem or achieve any success is the simplest way—the way that gives the biggest return for the smallest volume of hazard and labor.

He who ties up in cash or in energy more than he needs to tie up, to produce the best service and yield a given profit, is not keeping step with the new trend in business—the trend toward the “Simplified Way”—the way that is clearest of waste and risk—the “Efficient Way”

The Better Way.

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*THE time has gone
when brass railings,
mahogany fixtures and
a spread-eagle front can
stampede and mesmer-
ize the public judgment.*

*The buying public to-
day is a value-educated
public—a value-dis-
cerning public.*

*And more than ever,
the world is making its
beaten path to the door
of the efficient merchant
—to the ablest Econo-
mist and Value Giver.*

—John D. Roberts

I S I T P R A C T I C A L ?

CHAPTER II

IS IT PRACTICAL FOR THE CLOTHING STORE?

THE question is: Can the principles of Efficiency be applied to the retail clothing business? This is a business in which guesswork has always played a very definite part. This is a business in which waste and risk have been viewed as necessary Evils.

To run a big clothing store, and keep it complete in stock and equipment, has usually meant a willingness to take a certain amount of chance and tolerate a certain goodly percentage of loss.

It is universally expected in the clothing business that a certain part of the goods bought to sell in a given season will be

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carried over into the following season at a decided depreciation in value. This stock is put up for "Clearing" to be sold at whatever salvage it will bring.

Since the doctrine of Business Efficiency forbids big waste percentages, and holds that risk should be a minor element instead of a dominant one, the question looms large:

Can a clothing store be run on a full-fledged efficiency principle?

Just as a bank may be run?

Just as a factory may be run?

Just as a railroad may be run?

We say it can. But first, let us look into the causes for this universal waste and risk in the clothing business.

WILL IT FIT THE NEED?

CHAPTER III

A CLOTHIER STATES HIS PROBLEM

THE other day we heard a big merchant call the retail clothing business the most uncertain business in the world. "It is a business in which Chance is a ruling factor," he declared. "It is a business in which the whole season's sales may hinge on the caprices of the Weather. It is a business in which demand is at the mercy of every whim and vagary of Style.

"Who, of earthly caste," he demanded, "is wise enough to say to a certainty just what particular Fashion Conceit—what fabrics, colorings and models—will be the ruling favorites six months from today?

"Dame Fashion is the 'ficklest' lady in the world—bar none.

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"She sets up one idol only to bowl it over in a few short weeks and set up another.

"Yet the clothing business is founded on *Vogue*—and depends on it. If it wasn't for '*Style*'—men would wear blankets; clothes would be considered simply as coverings. It is '*Style*' that first led us away from the fig-leaf. It is '*Style*'—in its constantly changing expression—that stimulates the frequency with which people want new clothes.

"The things that sell easiest in any clothing store are the things in keeping with the latest popular fancy. But the poor clothier is forced to guess what that '*fancy*' will be six months from the opening of the season.

"There is where the rub comes in. The wholesale clothing house calls on the clothier six months before the new season is really on.

"And the hapless clothier is supposed to possess a forty-two centimeter vision—

WILL IT FIT THE NEED?

prophetic enough to foresee the public styles six months in advance—and buy just the goods to fit them.

“Mind you, he is not only expected to foretell the styles that are to prevail, but the fabrics and the colorings that are to lead; and then the sizes in each given style and fabric and coloring for which he will have the strongest call.

“He cannot do it—and he does not do it. What he does do, is to buy some of all the probable style hits—buying in such variety and quantity and lavishness that he is bound to get some of the destined winners.

“If he is the average merchant, he picks many flivvers for a few winners. If he is a super-gifted merchant, he may pick many winners and a few flivvers. But flivvers—or “carried-over goods” as the trade term goes—we will always have with us.

“Verily, the man with the ‘hunch,’ the man with intuitive instincts, is just as apt

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to make a successful clothier as the man with a reasoning or a scientific mind!

"That is why I maintain that running a clothing business is a good deal like playing the races. Success comes to the man who can pick the winners in advance of each season's race."

This is an extreme view. Perhaps it is slightly overdrawn.

Yet it is typical of the belief of thousands of good clothiers—because it is typical of their experience.

Statistics show that twenty-five per cent of the ready-to-wear stock sold in this country becomes "carried-over stock." In other words, only seventy-five per cent of the stock, bought to sell in a certain season, is actually sold in that season.

The other twenty-five per cent becomes "left-over goods"—to be sacrificed in "Post Season Sales" at salvage prices.

Frequently, it must not only be halved in price to the clothes-wearer—but it must

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be P.M.'d and double P.M.'d to the store salesmen to turn it into a portion of its actual cost.

This means that for every \$75 in sales that a clothier makes, he must buy \$100 worth of goods, and take a chance of getting what he can after the season is over for the \$25 over-purchase.

These are not the exceptional figures; they are the common and average figures; with many clothiers, the percentage of "carried-over goods" is much larger than twenty-five per cent.

This is not Efficiency. This is not doing business along the lines of least resistance. It is not the Easiest Way to build a business or a bank account.

And we do not agree with our clothing friend that this appalling percentage of waste and risk is necessary in the buying of ready-to-wear stock.

There is a remedy for the "over-stock" evil. There is a way to cut out the "bitter"

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in the ready-to-wear retail business, and still retain all of the "sweet." There is a way to buy ready-to-wear stock prudently—without any danger of losing trade by being "caught without the goods."

Efficiency is as practical in the ready-to-wear business as it is in a bank or a factory or in any business institution.

In the next chapter we will point out the "better way" in clothes merchandising—the simplified way—the way to greater profits.

It is not theoretical. It is not visionary. It is being used today by some of the best known retail clothiers in America.

THE REMEDY FOR OVERSTOCK

CHAPTER IV

THE ECONOMIC REMEDY FOR THE OVERSTOCK PROBLEM



A SUGGESTION FROM THE COMMISSIONARY

In Chicago there is a quick-lunch restaurateur who is considered the keenest judge of lunch-room demand in the world. Waste is almost an unknown quantity in his 72 food-emporiums.

In speaking of his ability to measure demand, he said—with a bit of a twinkle in his eye—“I seek to buy for each of my restaurants so exactly in harmony with each day’s call that if a man rushes in breathlessly two minutes before closing time tonight and demands a piece of pie—there will be just one piece of pie left and that piece the very kind he wants!”

It is hardly likely that the clothier will ever be able to judge the demand for suits and overcoats for a given season as accu-

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rately as the above quoted food purveyor judges the demand for pies.

But there is no reason why overbought stock and "carried-over goods" should not become a negligible quantity in the retail clothing business.

The great cause for overstock is simply that the average clothier buys more than he is sure of selling. He does not do this because he is over-optimistic—he does it because he feels that he has to. In order to be sure of taking care of an *abnormal* demand, if it comes, he buys beyond the requirements of the *normal* demand.

Now suppose, if instead of buying your stock according to your hopes and possibilities, you bought solely according to your absolute selling certainties.

Suppose you bought *underestimating* instead of *overestimating* your needs.

Suppose you picked out *less* than you positively knew you could sell—confining

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yourself to the choicest selections and the *sure sellers!*

You'd pretty nearly solve the overstock problem then, wouldn't you?

"But," you protest, "what about the trade I couldn't take care of? What about the sales I'd lose when stock ran low, and I found myself with broken sizes on popular models?"

That is where the *Easiest Way*—the new and better way in clothes merchandising fits in.

A way that enables you to buy as prudently as you choose, and still be assured of facilities to handle any demand.

There is no investment required to put this Overstock Remedy into your store; the only price is your willingness to try it out and a small amount of unused space in your store.

Set aside, say eight or ten square feet of that sort of space—preferably in a bright

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corner near the front of the store—though even that isn't absolutely necessary.

Install in this idle space a high-grade, made-to-measure tailoring service. Not a makeshift service, not a so-called "Special Order" service, but a service big enough and varied enough in fabric and fashion equipment to outdistance the best local tailor's display—a *service of genuine custom tailor origin*.

Immediately you are equipped with an auxiliary to your ready-made stock that can handle any possible situation your new clothes-buying policy creates. Immediately you have an "emergency relief" that will take care of all the demand your ready-to-wear stock cannot serve.

If you run short of any style or size or model—just lead the customer to your Made to Measure Service. It is always there for you to fall back on.

Every prevailing style and fabric is represented in that tailoring equipment. You can have one suit or a thousand suits

THE REMEDY FOR OVERSTOCK

made up to your order on Six Days Schedule, in any fabric or model you want—whether to fill in your running-low stock or to satisfy an individual customer!

Note how this changes the whole aspect of your buying problem. Now, for the first time, you can buy exactly what you know you can sell, and no more! For your made to measure department has removed from your mind the great fear that has kept you from buying frugally in the past—the fear of underestimating the demand.

You know that your tailoring department is standing back of you—ready to jump in and handle any demand if your ready-made stock proves unequal to the call.

There is no need now to fear disaster from conservatism; do your buying as conservatively as you like. Caution has lost its back-biting terrors. Prudence no longer threatens a boomerang.

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Pick your stock the coming season gingerly, discriminately—selecting only the sure-fire sellers. The need for risk has disappeared.

Your new rule is, put your money into selling sureties and take care of the rest of your trade through your made to measure department.

What the Wall Cabinet has done to revolutionize the appearance of the clothier's store—so the Tailoring Department is doing to minimize the clothier's investment and give him quicker and safer profit-returns.

The Wall Cabinet has turned dead "table-space" into live selling-space.

And just so the Tailoring Department is converting dead overstock into free cash capital. Today both are committed to the same cause. Today both are working, hand in hand, to do away with needless tiers of stock tables and needless tears of regret.

THE REMEDY FOR OVERSTOCK

The equipment in the successful clothier's store in this age consists of this Winning Trio:

Wall Cabinets.

A Compact Clothing Stock.

A Tailoring Department.

Confined to this Winning Trio equipment, a clothier's store-space is clear and open, unencumbered in looks or in obligations. His store space resembles that of a fine club or lounging room. And the best part of his resources—in space, dollars and confidence—is free for the vital work of getting and handling more trade.

In the Wall Cabinets hangs his modest, scientifically selected ready-made stock—made up of all-star numbers—certain to sell. In the bank, rest the majority of his dollars, at the beck and call of his check book.

And in ten square feet of store space nestles the cause of the New Way—the Better Way—his Royal Tailoring Corner—

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with limitless business handling capacity that did not cost him the risk of a penny.

It is the Made-to-Measure Department that is providing the Easiest Way—the Economic Way—in the retail clothing business.

It is doing away with hazardous buying; it is reducing the volume of overstock. It is making it economically possible to run a clothing business on a compact investment—with less tied-up capital and quicker turnovers.

CHAPTER V

PUTTING THE TAILOR'S GENIUS
ON A BUSINESS BASIS

TO FULLY know a great man, usually means to love him. But many a great man is often lost to thousands because they do not fully understand him. It is so with a great business or a great service; to get the most out of it, it is necessary to fully comprehend its underlying aims and ends.

Most clothiers know, in a general way, the meaning of the term "tailor-to-the-trade." But many do not fully realize the big work the tailor-to-the-trade business is doing in the garment industry; a separate, distinct work of its own—a *necessary work*—that does not seek to supplant any other branch of the industry.

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It is the ambition of this chapter to describe the Tailor-to-the-Trade Idea accurately and fairly; not to idealize it, but to picture, without bias, its features of usefulness to all departments of the men's wear trade.

We seek to point out, in a just way, the economic need that created this business more than half a century ago—and the ideals and principles that are giving it an ever increasing momentum today.

There are, in this work-a-day world, two great classes of toilers—the maker and the seller; the creator and the distributor; the builder and the market-maker.

It was never intended, in the general scheme of things, that any one man should embrace within himself all the talents of both these classes. That is why Creative Genius oftens starves in a garret—until Selling Genius happens along, puts an

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attractive label and a good trade-mark on Creative Genius and straightway wins him a national market.

Fifty years ago, there were many dingy little tailor shops in New York and Chicago—eking out a hand to mouth existence. These shops were owned by tailors who sold their talents for a pittance to their neighbors and friends.

They were good tailors—efficient tailors—but they did not know how to find a market. They did not have the voice nor the selling initiative to reach out beyond the business limitations of their own neighborhoods.

Then the Tailor-to-the-Trade Idea came along, got these tailors together and showed them how to serve a nation's trade.

It was the wholesale tailor's idea to marshal under one roof the skill and craftsmanship of an army of custom journeymen; to lift from their minds the cares and worries of financing and customer-get-

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ting; to see that the "ghost" walked for them, generously and unfailingly each week; leaving them free to give their utmost to the sole work of making clothes.

It does not cost Caruso any more to sing for five thousand people at the Metropolitan Opera House than to sing for a dozen in a Bohemian Restaurant. And one great tailor shop, with a single organization expense, can tailor for a continent as easily as it can for a locality. The Tailor-to-the-Trade System is simply the Business Impresario that provides the tailor-artist a nation-wide audience.

One thousand tailor shops are linked in one; one thousand rents, one thousand payrolls, one thousand overhead expenses come out of only one pocketbook and represent only one expense. And costs are distributed over such a big output that it becomes possible to produce the best clothes on a profit margin that would not pay the bare overhead in a local tailor shop.

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It is a big idea—this “World-Wide-Tailor-Shop” Idea. It is an idea that enables us to cut and stitch and drape for a continent of men on the made-to-measure plan at prices that make tailoring an economy. It is an idea that provides economies, refinements and perfection-insuring resources beyond the dreams of the neighborhood tailor.

Originally, the tailor-to-trade idea confined its field to the small towns—those towns without good local tailors.

But in the last decade there has been developed by the publishers of this book a new type of tailoring service—a service that is meeting its greatest favor in the biggest cities.

This service—which will be described, in detail, later in this book—is *primarily and thoroughly metropolitan*. It is dedicated, in its standards of style, workmanship and quality, to big city ideals.

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Pitting talent against talent, product against product, it is triumphantly competing with the service of the highest-priced and most exclusive local tailors in New York and Chicago.

Its field is any field where the best made-to-measure clothes are worn.

We grant you readily that there are many very poor excuses for real tailoring service bidding for a place in your store.

If you have had experience with these lines, you have reason for skepticism. We do not blame any high-class merchant for disinterest in this class of service.

But no man can fairly condemn an idea that is fundamentally right and fundamentally useful, simply because it has been wrongly handled and wrongly expressed.

There are poor lawyers and poor doctors, but that does not disprove the sciences of law and medicine.

There are some very poor ready-to-wear

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services too; but let us be fair. Let us not condemn the whole ready-to-wear industry because of its inefficient members.

A merchant has a right to expect from a tailoring service, not only good clothes, but the utmost in clothes; *better* clothes, in fact, than he can get through any other system: better in style, in fit, in workmanship, in serviceability.

The only excuse that the tailor has for existence is that he can deliver this better garment. That is the challenge he accepts when he hangs up his shingle. Men have a right to expect a better result when they spend the greater effort and the greater time to get a made-to-order suit.

If a tailor cannot produce this better product, he is not in the right line of business. He is not fulfilling his function.

It matters not what character of suit the customer wants. Whether a young man's ultra style garment or an older man's conservative suit—it is the tailor's job to

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meet the customer's ideal better than any other system can meet it. That is what the customer rightfully expects; it is his compensation for the several days' wait for his completed garment. And it is the tailor's contract obligation to materialize the customer's highest ideals.

Tailored-to-order clothes are cut, garment by garment and dimension by dimension, to accomplish this greater precision, this surer harmony with every shading of the customer's taste and physique.

The tailor accepts the harder road and the more pains-demanding road to attain the higher quality and the finer result.

This is our conception of the tailor-to-the-trade idea.

This is the conception that the authors of this book are expressing some half a million times a year in some half a million finished garments.

OPENS A NEW FIELD

CHAPTER VI BRINGING A TRADE OF ITS OWN

WE HAVE laid great emphasis on the value of a tailoring department as the "Good Samaritan" of the ready-made stock. In obviating the need for reckless buying a tailoring department makes the ready-made department stronger and healthier than ever.

But its value does not end there. A tailoring department will bring you a trade of its own—a new trade—a trade entirely additional to your ready-made clientèle.

There will always be a certain class of men who will insist on the "made-to-order" idea; men whose preference for tailoring has been fixed by years of settled habit.

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It is a part of the changeless nature of these men to want clothes created to their own ideas and tastes. Call it discernment, call it vanity—or whatever you will—the preference for tailoring exists with a definite percentage of men; and it means trade, and it means profit for those who can cater to it.

We seek in no way to disparage ready-made clothes. It is not a question of comparing one system of clothes-making against another. Here are two distinct methods of clothes-service—each with a definite following of its own.

We seek merely to show how you can use both systems—profitably and harmoniously—and get the most out of each.

Federal statistics show that there are 34,000 local tailors in this country doing an aggregate business of more than one hundred million a year.

Why not get some of that trade for your own? Why not win a percentage of it

O P E N S A N E W F I E L D

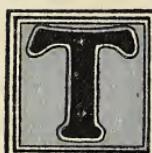
from each of the local tailors in your town—and enjoy a sizable “merchant-tailor” volume as an addition to your ready-made sales?

We believe the average tailoring buyer would rather deal with a merchant than with the average temperamental tailor—if he felt he could get genuine made-to-measure service.

The customer who deals with a high-grade clothier deals with a business man; he gets a business man's prompt, reliable service, and a business man's guarantee of value and satisfaction.

That is why big clothiers are meeting with splendid success everywhere in getting made-to-measure trade away from local tailors. With their better aptitude and machinery for going after the business—plus their reputations for delivering satisfaction in everything they sell—these clothiers find it no difficult task to completely outplay and outsell the old-fashioned local tailor-shop.

CHAPTER VII
IT ADDS TONE TO THE STORE



HERE IS something that smacks of smartness and excellence in the words "custom-made." The expression "Made to Order" suggests exacting ideals, painstaking endeavor and the aim for superlative quality.

The store with a "Made-to-Measure" department is credited as the store pledged to quality standards; the store that is striving to satisfy the most discerning taste. It is looked upon as the broad-minded store—stinting no effort to meet the most precise or finical requirement.

The very fact that a clothier shows a willingness to satisfy the preferences of men who want tailored clothes is a proof of a broad and pliant viewpoint.

IT TONES THE STORE

A complete store must necessarily be a broad-minded store. The public knows this. That is why the presence of a tailoring department alongside a ready-made stock is silent testimony of complete service—a service that can be relied upon to meet any demand that is put before it.

Perhaps the greatest quality store in the world is that of Marshall Field & Co. No brand of goods is ever featured by that store unless it is in keeping with the Field ideals.

Marshall Field & Co. are today aggressively featuring a made-to-measure department. "Not alone because it pays a healthy profit but for the tone it lends to all other men's wear departments." The "custom idea" brings men to the Field store who otherwise might never come—men of the kind that patronize the very exclusive Michigan Avenue Tog-shops.

If for no other reason than this "class" appeal—every good men's store should

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have a tailoring corner. It brings the best class of trade to their stores—lawyers, doctors, professional men, bankers, club men, the leisure class, the easy-spenders—men who have “arrived.”

Observers in the men’s wear trade find that tailor-dressed men are, as a rule, the best spenders in the country. Among the younger class, they are the chaps who buy the best haberdashery. They are the young fellows who keep up with the newest things in dress, in shoes, gloves, hats and neckwear.

By no course of sound reasoning can the “Made-to-Measure” idea be associated with the words “good enough.” The man who is willing to wait to have his clothes made up for him does so because he wants something beyond the “good-enough” standard; he is looking for the “better-than-the-usual.”

These are the men with a taste for the better things of life all the way through.

I T T O N E S T H E S T O R E

And they are a mighty fine class of men
for your store to know.

Get these men to ordering their made-to-measure clothes of you instead of from the local tailor; that will pretty nearly guarantee you the bulk of their haberdashery and furnishing trade.

It is the Easiest Way to the Monied-tradethe Class trade.

CHAPTER VIII.
ROSES AND CARNATIONS

BUT I already have a tailoring department!" exclaims a certain merchant. "My wholesale clothier is looking after my Special Orders."

And begging his pardon, we reply that this does not in any way answer the purpose of a tailoring department. You can't grow roses from carnation seeds. And you can't get genuine made-to-measure service from an origin that is chiefly dedicated to the production of ready-made clothing.

It isn't a question of which is the more beautiful flower; each has glories of its own. But each has a decided and separate identity; and you cannot grow one from the roots of the other.

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A good diamond-cutter is usually a poor hand at polishing a pearl. The sympathies of a ready-made clothing organization are radically opposed to those of a custom tailoring organization. Each has its own highly specialized type of skill and efficiency. And while both may be the best of their kind, neither is fitted to do the work of the other.

It takes one kind of talent to make a hand-painted picture. It takes another kind to produce a thousand lithographic copies.

The wholesale clothier, devoting a small fraction of his time and equipment to made-to-measure clothes, cannot hope to compete, in the quality of his "special order" output, with an organization that makes "made-to-measure" service it's sole end and its life-work.

The wholesale clothier has no appetite for your so-called "special orders" excepting to keep them from going some-

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where else. He puts a "special order service" in your store chiefly to keep a genuine tailoring service out.

Perhaps he is not to be censured for that. He is a business man first of all. But you cannot afford to *let his interests obscure your own.*

We do not believe it is practical to derive from a so-called Special Order Department the economic advantages of a tailoring department, as pointed out in the earlier pages of this book.

It is not the sort of service to give you much aid in avoiding overstock. The wholesale clothier doesn't want you to curtail your purchases. Hence, he doesn't provide you with the sort of tailoring equipment that will enable you to do it. He is careful to see that your Special Order facilities are not big enough nor complete enough to enable you to take made-to-measure orders on a large scale.

Compare the fabric samples the wholesale clothier gives with the equipment

ROSES AND CARNATIONS

provided by a high-grade exclusive made-to-measure house. In one case, you have a very limited fabric display, just enough to enable you to get the occasional and isolated order that might get away from your ready-to-wear stock. In the other case you have an almost unlimited range of goods; an assortment more formidable than that of the highest-class local tailor.

The aim of one equipment is to satisfy the unusual or unexpected taste; the aim of the other is to satisfy all tastes.

If your tailoring department is to give you the courage to cut down in your buying and get rid of overstock, it must be strong enough and versatile enough to appease any good clothes requirement or liking.

The merchant who has a wholesale clothier's Special Order Department is not rendering a tailoring service as we interpret it. He is just going through the motions, as a soldier marking time goes

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through the motions of marching. The motions are correct; but he doesn't march. He isn't getting anywhere toward solving the problem he wants to solve.

And that is not all. There is a greater lacking in the so-called "Special Order Department." It denies you, almost entirely, the business-getting appeal of a custom tailoring department.

Primarily it is an *accommodation* service—designed by the wholesaler to take care of the man who comes in to get a ready-made suit but finds that he cannot be fitted or suited out of stock. It seldom goes further than that.

It is not a service that will bring you the trade of custom-tailor buyers on any large scale. It is not a service that will attract a business of its own, a business additional to your ready-to-wear trade.

The man who buys a made-to-measure suit usually wants merchant tailor service.

ROSES AND CARNATIONS

He wants to feel when he places his order that his suit will be made in a genuine custom tailor-organization.

Part of the satisfaction a tailor-dressed man gets is in having a tailor's label in his garments.

You cannot minister to that satisfaction with a ready-made label even if the suit is cut on the "special order plan."

This is no depreciation of our worthy confreres, the ready-to-wear makers. It is only human in them to want all the business they can get. But you cannot afford to confuse an "Accommodation Service" with a complete and fully equipped tailoring department.

It costs no more to have a real tailor service than a Special Order makeshift. You can put in a full-fledged Custom-Tailor Department without spending a dollar, and run it in complete friendly unison with your ready-to-wear stock. And when you send in your orders, you will

T H E B E T T E R W A Y

know that they are going to a house that is making tailoring its sole and exclusive business.

Just a little footnote remark (which we hope some of our good friends, the wholesale clothiers, will read):

We believe that the wholesale clothier is wrong in opposing the entrance of a high-grade custom tailoring corner into the store of his customers. Some day we hope to make him see that.

With all good feeling toward him, we still frankly believe that he is making a mistake in fearing the solution of the overstock problem that such a department would provide.

Some day we believe he will regard a tailoring department as his own best friend and co-worker.

Some day, we are sure, he will *urge* his customers to get a good made-to-measure service from an exclusive made-to-

ROSES AND CARNATIONS

measure house—independent of his own Special Order Service.

For he must eventually realize that the cure of overstock ills will result in betterment to the whole clothes industry—maker as well as dealer.

Meanwhile, so long as he strives to defer the inevitable entrance of a genuine custom service into your store he is only serving to postpone a solution of your “Carried-Over Goods” problem—to his own detriment as well as yours.

CHAPTER XI

THE BITTEREST ENEMY OF PROGRESS

T IS human nature to resent change. A new idea, however brilliant, is up against the bitterest resistance when it attempts to disturb a nice, soft, moss-covered belief.

The bigger the idea, the more stubbornly and grudgingly we withhold our welcome to it. For there is no man, however broad-minded or alert, who has not, at some time, stood in his own light and thwarted his own interests.

The first chapter of this book mentioned the "coat shirt" which emancipated mankind from the tyranny of the shirt we pulled over our heads.

But did men embrace that idea with immediate acclaim when it first came on the market?

BLOCKING ITS PATH

They did not. It took patient months of the most unceasing advertising and educational work before any great number even began to consider the new convenience.

The reason that it is so hard to interest some merchants in a "made-to-measure" department is that its advantages seem too good to be true.

These merchants have "overbought" clothing stock so long that they have come to look upon its costly penalties as sort of a laudable martyrdom.

Many of them even take a certain pride in tolerating the loss on "carried-over" goods—just as certain men like to have something the matter with them in order to boast of their saintly forbearance.

It is the very fairness of the tailoring proposition that makes these merchants the more reluctant to consider it.

To earn a \$1,000 net profit on ready-to-wear stock means to invest at least \$5,000,

T H E B E T T E R W A Y

with the chance of losing three-quarters of it.

To earn \$1,000 net profit in a tailoring department means setting aside a few square feet of store space—and investing little or nothing save a small amount of selling effort and store co-operation.

A tailoring department is run as a by-product of your store. You do not pay out anything to maintain it. There is no rent and no depreciation to charge against it. It requires no extra clerks; no special overhead; it simply fits in. And it costs you not a penny to get it. There is probably no other proposition in all the realm of business that offers so many definite benefits for such an insignificant initial requirement.

We have sometimes thought that if we charged \$1,000 cash in advance for the franchise to sell Royal Tailored-to-Order clothes in each town, it would be far easier to interest certain types of clothing

BLOCKING ITS PATH

merchants. And there would be no imposition in such a charge. It would be worth a thousand dollars of almost any big clothier's money to have his eyes opened to the extra trade a tailoring department can bring without taking a dollar away from the "ready-to-wear" profits.

But there is another class of clothiers—alert, *progress-appreciating* clothiers—who are beginning to wake up to the value of the tailoring department—and are welcoming it broad-mindedly as a profitable store ally.

This class is growing in numbers every day. Big clothiers everywhere are discussing the made-to-measure idea—and discussing it seriously—as the long-sought economic relief from the overstock evil.

It is the most talked about subject in the clothing trade today. And the keenest retail operators are one by one putting themselves squarely behind the "Made-to-

THE BETTER WAY

Measure" platform as the needed "Reserve Force" to take care of surplus trade and make over-buying unnecessary.

In hundreds of the best cities you will find the most progressive clothing store in town beginning to prominently feature its tailoring facilities. These stores now have dollar-coining Royal Corners working side by side, in friendly harmony, with the best makes of ready-to-wear clothes.

We have yet to hear one of these merchants complain that the Royal Department is subtracting from his ready-to-wear demand. It does not flirt with any trade that the clothier already has—it brings in a trade of its own—a totally new trade.

When stores like John Wanamaker's and Marshall Field's are putting in tailoring departments—finding them amiably compatible and complementary to their ready-made stocks—the value of a tailoring department to any clothier has ceased to be a matter of conjecture.

BLOCKING ITS PATH

If any clothier feels that it is impossible to make money without *investing* money—let him charge off an “imaginary” \$1,000 the day he puts in his Royal Corner. He will find at the end of his first year that his tailoring department has paid usurious interest on the investment—considering the investment as a real outlay instead of a chimerical one.

This proven, practical way to reduce waste and risk in the clothing business—this easiest way—will become the general way when all clothiers put aside prejudice and give the tailoring proposition free-minded, deep-probing consideration.

CHAPTER X
CONCERNING OURSELVES

SOONER or later even the altruist must get down to the personal pronoun. And we do not claim by any means to have published this book through altruistic motives.

Frankly, we are seeking more business. The fact that we have today the largest tailoring clientèle in the world only intensifies our belief that there are other merchants who could profit from our service.

It seems to us that this success of ours—which stands unparalleled in the tailoring field—best proves the success we are bringing to our present dealers, and best indicates our worthiness to serve others in the same satisfaction-giving way.

Royal



-the biggest word
in the tailoring world



A S W E S E E I T

So far, we have said very little concerning our own way of interpreting the tailoring idea.

But we have some very decided notions on the subject of tailoring service; notions that make Royal Service almost a "patented service" with features peculiarly and exclusively its own.

Our idea of a good tailoring service is a service that has no vexations or variations—a sweet-tempered, uniform, rigidly-reliable service that delivers the best clothes to the buyer at the least cost to the buyer—and gets them to him the day and the way he expects them.

It is a service with a name that needs no introduction or apology in any city, town or village in the United States; a service that comes into any merchant's store already recognized in the public mind as a synonym for fine goods, dependable treatment and custom-made quality.

A service that does not consider any of its contracts closed until sealed by the cus-

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tomer's complete and unalloyed satisfaction.

We believe that Royal Tailoring fulfills that definition in its every requirement.

SERVICE OF CERTAINTIES

CHAPTER XI.

"THE SERVICE OF CERTAINTIES"

ROYAL Service is often called "The Service of Certainties." Originally that term came from the Royal system of tailoring every suit on one unvarying 6 Day Schedule, with a forfeit of \$1 a day for each day's delay.

Six full working days go into the making of every Royal suit or overcoat; six full days of custom-tailor artistry, exactitude and thoroughness.

At the end of 6 working days the garment must be ready—on our shipping platform—or you pocket a dollar a day in cash for every day you wait—over the schedule.

This "Certainty Spirit" pervades the whole Royal organization. It stands for

THE BETTER WAY

dependability and absolute reliability in all that we do for our trade.

It stands for uniformity—not alone in deliveries—but in quality, in service—in every item and transaction that enters into our relations with our trade.

It means that our business is so organized in every department that there is no faltering or fumbling help or equipment.

We have often said in our advertising—and we say it again here—that the mere dollar we offer for a day's delay is not in itself important. The big point is—the perfection of organization that makes it possible for us to offer the dollar.

Before we could go before the nation in a broadcast way and agree to forfeit a dollar a day on each and every delayed order, we had to be absolutely certain that our business was right from basement to sky-loft. We had to be positive that every depart-

SERVICE OF CERTAINTIES

ment was manned with efficiency. We had to eliminate every loose cog and uncertain wheel. We had to tune ourselves up in every branch of the business so that we could be certain of a uniformly high-class service under every stress and condition.

That is what our 6 Day Schedule means.

This schedule idea is carried into every department of our business—not alone into our manufacturing but into our pricing and terms—into our office work—into our correspondence. It stands for uniform treatment of every account, regardless of size or location. It stands for giving every dealer the same square treatment, without variation, and making that treatment the best we know how.

CHAPTER XII

A SATISFACTION INSURANCE POLICY

THERE is a little white card, sent attached to every Royal garment, that has struck a new note in the world's tailoring business. This card—made out always in the customer's name—is a complete, specific contract to deliver satisfaction, or there is no sale. When your customer orders a Royal Tailored suit or overcoat from you—this card means to him that his clothes ideals must be realized—that what he gets must be what he wants—in fit, in fabric, in style, in construction—or we alone pay for his disappointment.

The card specifically guarantees that every thread of the fabric he picks is all

INEVITABLE SATISFACTION

pure wool; without a thread of cotton or mercerization in it.

For we make "all pure wool" a specific part of our contract on every garment we sell. It is a basic plank in the Royal platform.

And this card specifically guarantees that the customer's garment will hold up as he expects it to; that the suit will keep its shape and style until worn out. For we have our own secret shrinking process (invented and installed at a cost of \$50,000) which takes full 100% of the shrink tendency out of the woolens we use.

So, Royal Service is proving, year in and year out, to the biggest men's-wear dealers in America, that tailoring has neither terrors nor errors when operated the Royal Way—

That the word "alteration" is seldom found in the Royal dealer's lexicon—that this Royal Way is, in fact, the sure, the efficient way of getting the best custom trade in town—and pleasing that trade.

CHAPTER XIII

THE LINE OF AMAZING VALUES



E ARE glad to have our friends tell us — as hundreds do — that Royal Tailoring is one of the best advertised and best known merchandising services in America.

It is equally pleasant to have them say — as thousands do — that Royal Tailoring is consistently maintaining the highest quality standards in the made-to-measure field.

These are agreeable things to hear because they are true. But in our opinion, a still greater distinction of Royal Tailoring lies in the simple fact that it is the biggest value-giving line in its field; the line that, in spite of its superlative quality ideals, is still setting the pace in low pricing.

\$1⁰⁰

**A Day
Forfeit
for
Delay**



**The Service
of
Certainties**

PROFIT-SHARING PRICES

That statement is pretty strong and pretty broad. We have purposely made it so—for we want it to court challenge and inquiry. It is a statement easy of investigation. We are anxious for the test.

Examine any season's Royal line against the same season's line from any other house. Please note that the Royal wholesale price range starts at \$10.50 and stops flat at \$27.50. You will look far to find any other line, geared to quality ideals, that stops short of \$32.50 wholesale. The majority make \$35.00 the price terminal.

Price range alone may not always mean a great deal. But the big fact is that in the Royal Line you will find the highest calibered woolen assortment to be found in the tailoring field, regardless of wholesale price range—an assortment embracing the *prima facie* aristocrats of the fabric market.

It would be folly to make a statement like that—so easy of probing—to cloth-keen clothing merchants, if it were not so.

THE BETTER WAY

You clothing merchants to whom this book has been written have made a life business of fabric study. You know the "Sterling Names" in the woolen world. Fabrics like Martin Serges, Carr's Meltons, Worumbo Montagnacs, St. George Kerseys.

Yet here in this line, with its wholesale price range ending at \$27.50, you will find more of these recognized loom leaders than you will find in any other line—though that other line may reach \$35.00 and \$40.00 in wholesale price range.

Thus, in a comparison made in your own store—with no eloquent salesman's plea to color your views—you will find that Royal Tailoring is consistently underpricing the field.

And if you carry the comparison further—comparing Royal Workmanship, Royal style and tailoring, Royal inner ingredients, trimmings and linings, you will find that this same value-giving supremacy is consistently and definitely maintained all the way through.

PROFIT-SHARING PRICES

The answer is partly found in the two words "Enormous Production." It is generally recognized that the combined output of the two Royal plants in Chicago and New York is nearly twice that of any other tailoring concern in the world.

But that is not the entire answer. A manufacturer may enjoy the economies that big volume makes possible, and keep that enjoyment wholly to himself—pricing his goods on just as high a margin as do his less fortunate rivals.

It all depends upon what goal he has set for his business to reach.

The old-type business man used to say, "When I get my pile I'll quit—and let the boys run the business as they choose." This type of business man has usually charged all that he could contrive to get for his goods—regardless of any low cost advantages he might control.

But the new type of business man considers his business as greater than his

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personal ends; as greater than his own career. He seeks to perpetuate his concern beyond his own life and the lives of his sons and grandsons.

It is this type of business man who is constantly striving to make his business meet the highest service ideals. His every price and policy is set with that aim in mind. For he knows that the only service that survives—*the only time-defying service*—is the service of maximum usefulness.

There will always be some men in business whose sole aim is dollar accumulation; who find no other glory in the game.

But there is another class—and, of late, a constantly growing class—who feel that the greatest business dividend lies in the satisfaction of rendering a fine service; rendering it to as many people as possible; and rendering it at the smallest practicable charge.

To these men, business means usefulness. And success means delivering the best value

PROFIT-SHARING PRICES

to the widest market at the lowest feasible price mark.

That is the merchandising creed to which Royal Service has subscribed. We aim to build, not alone a dollar monument, but a service monument, a business institution that will be condition-proof and century-proof because it is doing a necessary work as well as it can be done.

We are more interested in striving for the greater Royal business of tomorrow than for the spectacular profit of today.

The Royal business today is the biggest in its field. But we seek to make it bigger. And we feel that we can best do this by striving to give a bigger dollar's worth and a better dollar's worth than any of our contemporaries.

Our greater volume places us in the strategic position of being able to accomplish this aim—with still a fair profit to ourselves—and we are utilizing this advantage consistently in every price we set.

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It is simply the Henry Ford principle applied to the tailoring business. On every car he sells, Mr. Ford gives the buyer a share of his "big-volume" profits.

That has been the platform of Royal Tailoring ever since we attained our big volume leadership. On every suit we sell we are giving the dealer and his customer a share of the extra dividends that come from our premier quantity output.

That is the explanation of the \$10.50 to \$27.50 wholesale price range—this price that has led some of our friends to ask "How can you do it for the money?"

That is the riddle unraveled. It is the *sole* and *soul* secret of the "Line of Amazing Values."

CHAPTER XIV

ADVERTISING CO-OPERATION

SIX YEARS ago we brought into the magazines a new style of clothes advertising. We pictured our clothes as they look, not on idealized fashion plates but on living human beings; not on callow idlers but on the typical American business man—the best dressed type in the world.

In pictorial features, that advertising has been widely imitated; but only in the things that type and pictures supply. There has been no effort to duplicate our unique Satisfaction-Insurance Policy; there has been no attempt to follow our All Pure Wool Guarantee—our merchant tailor quality at “\$16.00 to \$35.00” retail prices—our

T H E B E T T E R W A Y

Six-Day Schedule of deliveries—our “money back if not satisfied” policy.

In its presentation of these features, Royal advertising still stands alone.

But our magazine advertising does not by any means represent our chief effort to create custom for our merchants.

We have a very successful Dealer's Service Bureau, at work the year around, furnishing local campaigns to help our clothiers secure the local tailor's trade.

The sort of advertising we do locally for our clothing clients in no way interferes with their exploitation of ready-to-wear stock.

There is not even the subtlest attempt to discredit ready-to-wear clothes in any “Royal” copy.

The appeal is wholly a *custom tailor* appeal, directed to the pocket-book judgment of men who are paying local tailors

"That's It!"



—issued
with every
Royal sale—and
enclosed with every
Royal garment shipment

ADVERTISING SERVICE

\$45 and \$50 for clothes usually far inferior to Royal Tailoring at \$16 to \$35.

Big clothiers are constantly expressing their admiration of the practical nature, as well as the generosity of our local advertising helps.

The handsome fashion magazine we put out is a distinct tailor-flavored appeal; it is not in any way antagonistic to the so-called clothing Style Books. It is aimed at a different clientèle.

The Royal Moving Picture Reel, a 1,000 foot Essanay film showing just how Royal clothes are made, has been a big power in waking up custom tailor devotees who have been paying big price-homage to local tailors.

This film shows in moving pictures, taken in the Royal plant, the actual course of action a Royal order blank goes through after it leaves your store. To see the film is to vanish all shadow of doubt as to whether Royal garments are made in a true "made-to-measure" way.

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The film furnishes eighteen minutes of entertainment. "Entertainment" is the proper word. For, unlike most industrial films, there isn't a dull moment in it. Interwoven with the factory views is a human interest story—a plot-action—playing upon all the emotions of "love," "adventure," "humor" and "suspense"—as skilfully as a genuine Movie thriller.

Theater managers everywhere, who have seen the Royal Movie, have pronounced it the best business film yet evolved. Seldom do any of these theater owners exact a charge for showing the film. It is so packed with novelty, they are glad to show it as a part of their regular programs.

And we provide newspaper cuts (with the custom tailor smack to them) accompanied by copy that is dignified—copy keyed to catch the tailored man.

We likewise furnish twelve and sixteen sheet posters for those who contemplate complete outdoor campaigns; novelty slides

ADVERTISING SERVICE

for the local theaters; complete window trims for topical occasions—such as Easter, Independence Day, Thanksgiving Day, etc.

We supply also, for those dealers who want it, a very handsome out-door electric sign—with a full-length, full-size reproduction of the majestic Royal Bengal Tiger—in a blaze of radiant glow.

There is a counsel service too—always cheerfully at your command—for you who would like to supplement your own selling and advertising views with ours.

CHAPTER XV

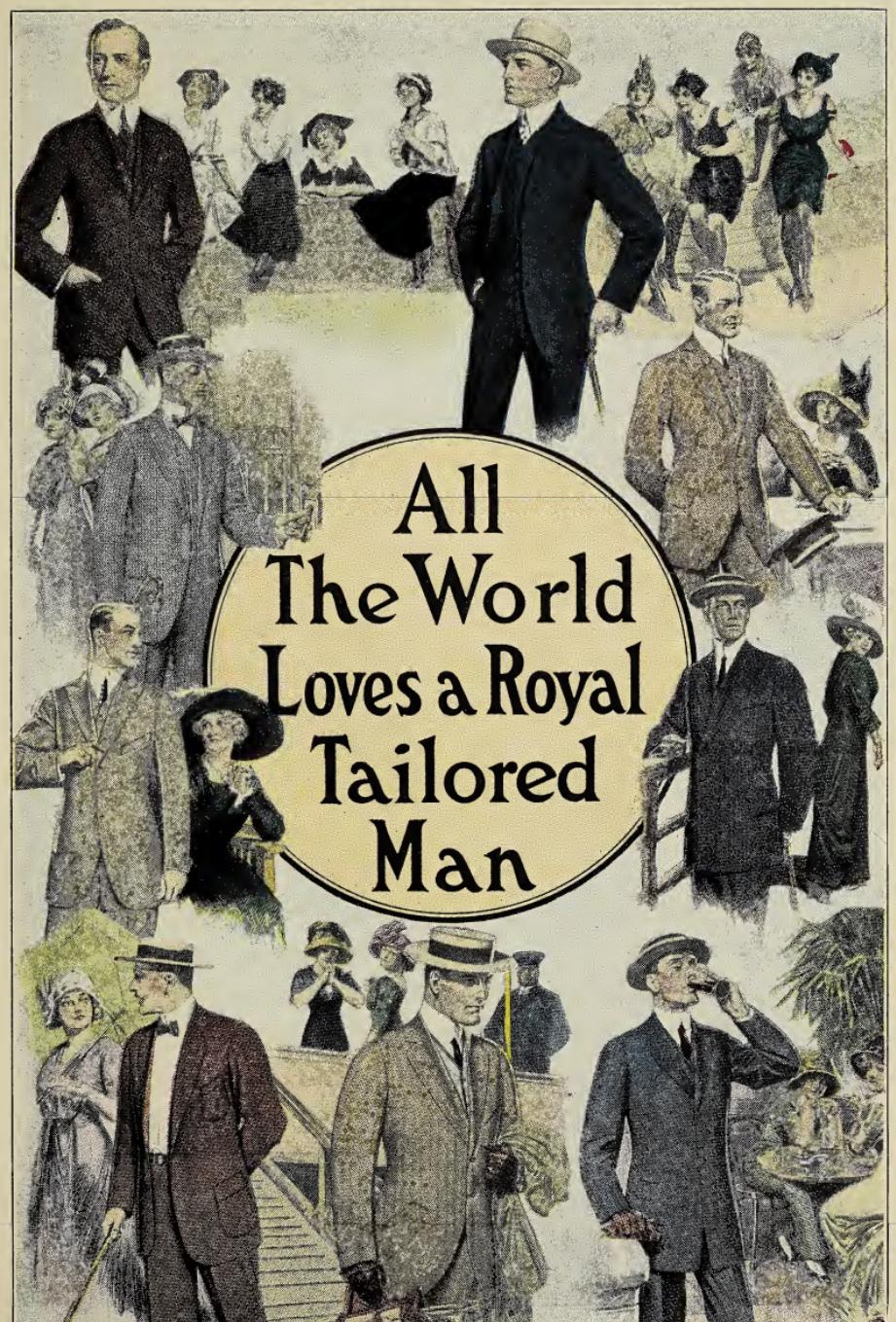
WANTED: TEN SQUARE FEET IN YOUR STORE



HEN we appoint a Royal dealer, we do not send him a "line" in the usual conception of that word. The Royal equipment is not an *outfit*—it's a complete merchant tailoring department—as fully accoutréed and equipped as any first-class local tailor shop in your town.

Each season we send a half thousand distinct interpretations of the newest fabric ideas. These fabrics come in whatever form you want them—bound in books or in swatch packs—or displayed in the piece, if you prefer the "end-plan" of fabric-showing.

In addition to our own Fashion Plates—embracing over sixty of the newest custom tailor suit and overcoat designs—we furnish plates from the leading professional fashion



All
The World
Loves a Royal
Tailored
Man



Civilization's Fa

It's Royal Tailored



avorite Uniform

tailored-to-order in the U.S.A.



Civilization's Favorite Uniform

It's Royal Tailored-to-order in the U. S. A.

The Clothes that Real Men Wear

MR. EDDIE FOY

MR. ELBERT HUBBARD

MR. NAT WILLS

MR. G. M. ANDERSON

MR. CHRISTY MATHEWSON

MR. HARRY LAUDER

MR. HAROLD MAC GRATH

MR. REX BEACH

MR. FRANCIS X. BUSHMAN

MR. TYRUS COBB

MR. JOHN McGRAW

MR. WALTER JOHNSON

MR. CONNIE MACK

TEN GOLDEN SQUARE FEET

makers—giving the gist of the best ideas of Mitchell and Croonberg, Bell and Wetzel, amplified by feasible selections from smart London tailors.

Attractive wall signs, steel lithographs, window panels, posters and mounted fashion hangers are sent in profusion—all of a high grade in designing, taste and beauty.

The intent of all the advertising display accessories is to give the custom tailor tone to your tailoring corner and at the same time identify it with Royal National advertising.

Accompanying this equipment are graphic architectural plans—showing just how a model tailoring display corner should be laid out. These plans require the purchase of no special furniture; they simply show you how to best place the samples and advertising accessories we send you so as to get the utmost in display value and salesmanship out of them.

We recommend always that each Royal dealer select one of his brightest young

T H E B E T T E R W A Y

clerks, and give him charge of the tailoring department. Make him feel responsible for it—and encourage him to take a personal pride in its growth.

The compliment of putting the responsibility on his shoulders will bring the best hustle and thought out of him. He'll constantly study ways and means for attracting custom tailor buyers to the store. He'll make it his business to find out who the customers of the best local tailors are—and he'll circulate among these customers, and figure out dozens of intimate personal ways for inducing them to visit his Royal Corner.

To enthuse this young salesman, and keep him informed of the newest ideas in fabrics and fashion, we send him a constant stream of educational tailoring literature—suggesting effective, but inexpensive things for him to do to attract the local tailors' clientèle. It is part of our equipment to supply not only goods, but methods and plans that will help you get

TEN GOLDEN SQUARE FEET

the most in profit and pleasure out of your tailoring department.

Royal Tailoring Corners are unique: they have a flavor and an air all their own. They express dignity, taste, discernment and quality ideals of high order. For they interpret, in fixtures and advertising, the very ideals of Royal Made-to-Order Clothes.

Even clothiers with the handsomest stores have said that the Royal equipment has added a bright touch, a refreshing relief to their store interiors. Yet a Royal Corner will harmonize with the fixtures of any store.

Its uniqueness and individuality do not make it bizarre; it stands out, not in discord, but in pleasant contrast with the rest of your store. It is a complement to any clothier's fixtures and store color-scheme.

Everything you need to make your tailoring department efficient and attractive will come to you when you write us, and say: "I want to be the Authorized Royal Dealer in this town."

CHAPTER XVI

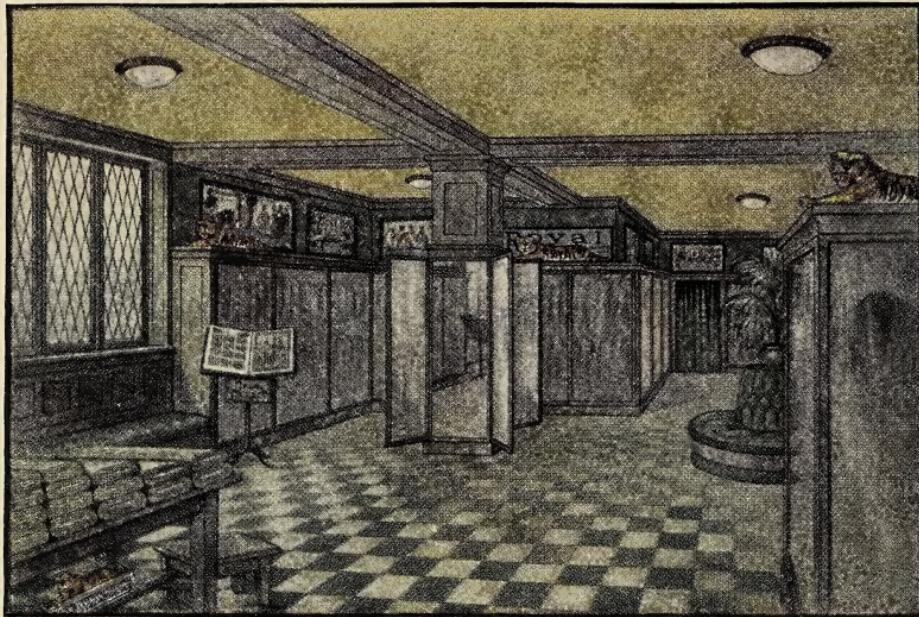
A SPECIAL WORD TO BIG CLOTHING STORES

ABIG business is no more than a small business magnified. The problems of the big store are merely the problems of the small store on a vaster scale.

The methods that win profits in the small store are but miniature editions of methods that are winning profits, in proportionately greater volume, for the big store.

It is just a matter of proportion and ratio.

The fact that a clothier has an investment of a million dollars a year does not lessen his need for a tailoring department; it intensifies that need. The bigger the clothing store, the greater the demand for a system of protection to prevent waste and eliminate overstock.



The equipment in the successful clothier's store consists of this winning trio:

- Wall Cabinets
- a compact clothing stock
- a Royal Tailoring Corner

It has banished from the clothier's store the old time "tiers of stock tables" and the old time "tears of regret".

FOR THE BIG MERCHANT

Proportionately and relatively, the big store with a Royal Corner can buy just as closely as the small store with a Royal Corner. The big store is dealing with bigger figures, but the percentage of safety and saving that a tailoring department will provide is just the same as with the smaller merchant.

If a tailoring department will enable a small clothier to buy 25% less stock and take 25% less risk, it will enable the big merchant to accomplish this same 25% investment-reduction on his greater purchases.

The bigger the store, the greater the gross profits and advantages from a Royal Tailoring Corner.

The biggest clothing stores in the country—the forward-moving stores—are showing their appreciation of this fact by making their tailoring departments a definite factor in both their buying and selling campaigns. These stores are today fully alive to the

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fact that tailoring has become a permanent and a profitable fixture in the thoroughly equipped clothing store—a compatible and congenial associate for the best ready-to-wear stock.

Watch the newspaper advertising of the most progressive clothing retailers in the country. You will find that they are running consistently, in all of their important announcements, a line reading, "Visit our Tailoring Department."

If it be the good fortune of this humble little book to live in some merchant's library ten years from today, it will indeed be curious commentary on the past. For in future years the wonder will be that it was ever necessary to exploit so obvious a fact as the need in every clothing store for a well-equipped tailoring department.

In ten years—indeed, if not in five—the big metropolitan men's-wear establishment, without an auxiliary tailoring service, will be as rare as the big store of today without electric lights.

ADVERTISING SERVICE

CHAPTER XVII

TO OUR ALLIES—THE READY-TO-WEAR MANUFACTURERS



N all of our decades of dealing with the men's-wear trade, we have counseled no merchant to cut out his ready-to-wear stock.

We have advocated a tailoring department, not as a substitute for ready-to-wear stock, but as an **ALLY** of that stock—to work shoulder to shoulder with it and for it—supplanting its "Bitter" but leaving its "Sweet" untouched.

We have no quarrel to pick with our estimable colleagues, the ready-to-wear manufacturers.

To the contrary, we have urged a tailoring department to the clothier largely as an

T H E B E T T E R W A Y

ADJUNCT for his clothing stock—for the health and well-being of the clothing manufacturer himself, as well as for the retailer.

It is only when the retailer is fortified with a tailoring department to take care of his "overflow" trade—and protect him in any emergency—that he DARE buy his "ready" stock conservatively and efficiently—without guesswork or risk.

In the long run "carried-over" goods hurt the maker as well as the dealer. And the tailoring department is the only remedy that will make close buying possible and "carried-over" goods an unnecessary evil.

*Our battle has not been
against ready-to-wear
STOCK, but against ready-
to-wear **OVERSTOCK**.*

SMITHSONIAN INSTITUTION LIBRARIES



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